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Juvenile Justice Project Phase 2 Report
Longitudinal Outcome Indicators for Juvenile Justice Systems in California

Recommendations and Summary of Findings

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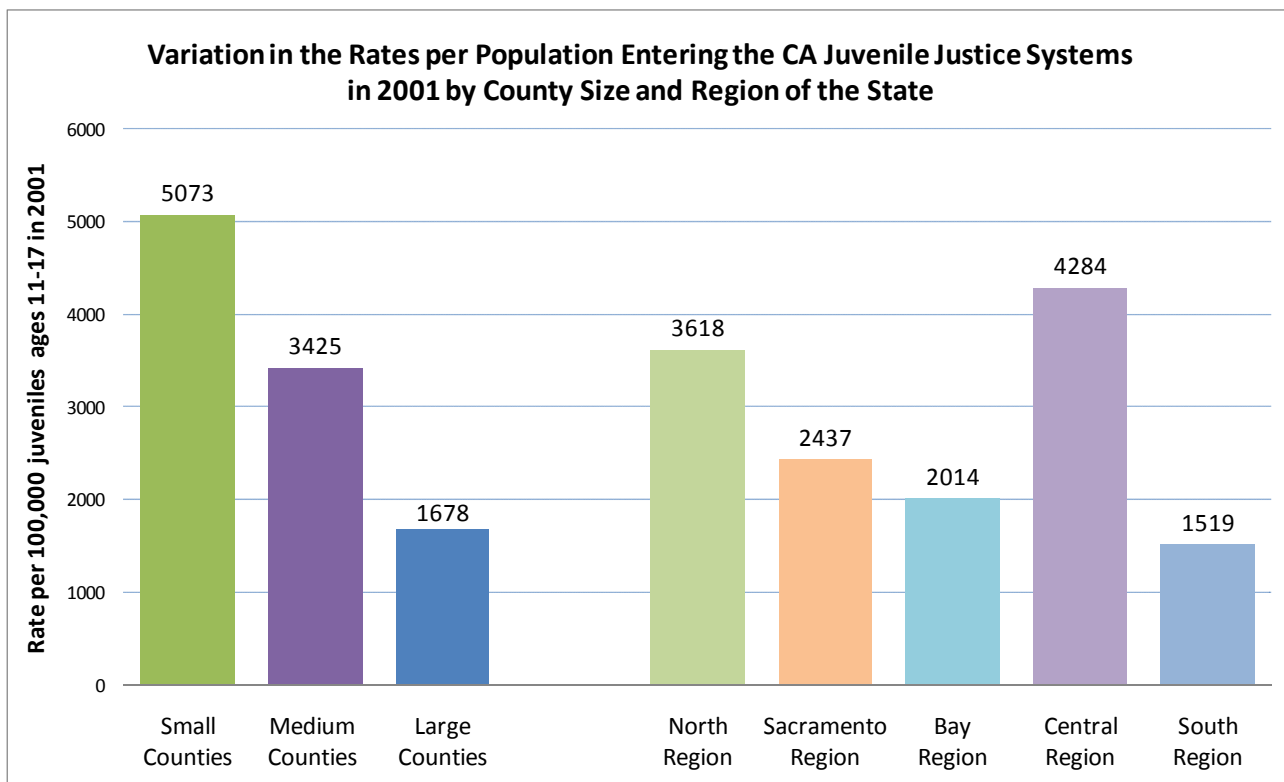
In collaboration with the JJDP Stakeholders

Summary of Findings

Entering the Juvenile Justice System

The rate of entry into a county juvenile justice system per 100,000 juveniles in the population varies strongly by the size of the county. The statewide rate of intake is 1955. The rate of intake was two and a half times higher than this in small county systems (5073), 75% higher in medium-sized county systems (3425) and 15% lower in the large county systems (1678). The county by county intake rates given in Chart 1 are color coded by county size. By region, the intake rate per population was highest in Central (4284) and North (3618) and lower in South (1519) and Bay (2014) with Sacramento (2437) in between.

Chart 1



Difference in the characteristics and experiences of youth in the juvenile justice systems across county size is a strong theme in this report. While making comparisons within county size can be meaningful, making comparisons *across* county size, like comparing apples and oranges, are confounded with numerous contextual differences that must be taken into consideration when interpreting the findings. One major difference is that most of the smaller counties cast a much wider net for juveniles entering the system relative to medium-sized counties as did the medium counties relative to large counties. Every county has serious juvenile offenders to work with, but the preponderance of serious offenders appears to be more concentrated in the large counties than medium counties as a group.

The demographics of the juveniles entering the system in 2001 were also reviewed. One area of concern was that 4.6 percent of the sample was younger than age 12. If these reports in the statistical systems are accurate, this indicates that 80 in every 100,000 children between the ages of 5 and 11 in California entered the juvenile justice system that year. Also disparities in the rates of intake across race and ethnicity were evident. Black or African American¹ youth had the highest rate of entry into the system (3485 per 100,000), then Hispanic or Latino² youth (1978 per 100,000) followed by white youth (1755), Native American youth (1269) and Asian & Pacific Islander youth (708).

Detention at Intake

Based on the JJDP sample, we estimate that 15.7% of youth were detained in a juvenile hall or some other detention facility when entering the system in 2001. This percent was higher in the large counties (18.4%) than in medium-sized (8.8%) or small counties (5.4%) presumably in some part due to the different concentrations of more serious offenders entering the systems mentioned above. The percent detained also varied by regions of the state (18.8% in South, 16.7% in Sacramento Region, 16.2% in Bay, 10.7% in North and 7.8% in Central).

Rates of detention at intake vary across demographics. Statewide males were only slightly more likely to be detained at intake than females were in this sample -- 16.9% relative to 13.1%. There was no difference between the percent of males detained and the percent of females detained in some parts of the state (e.g., North and South Regions). Generally, the percent of juveniles detained at intake increases as age increases age from 7.4 % of those under 12 years old up to 17.6% of those 17 years old at intake. This varied across counties.

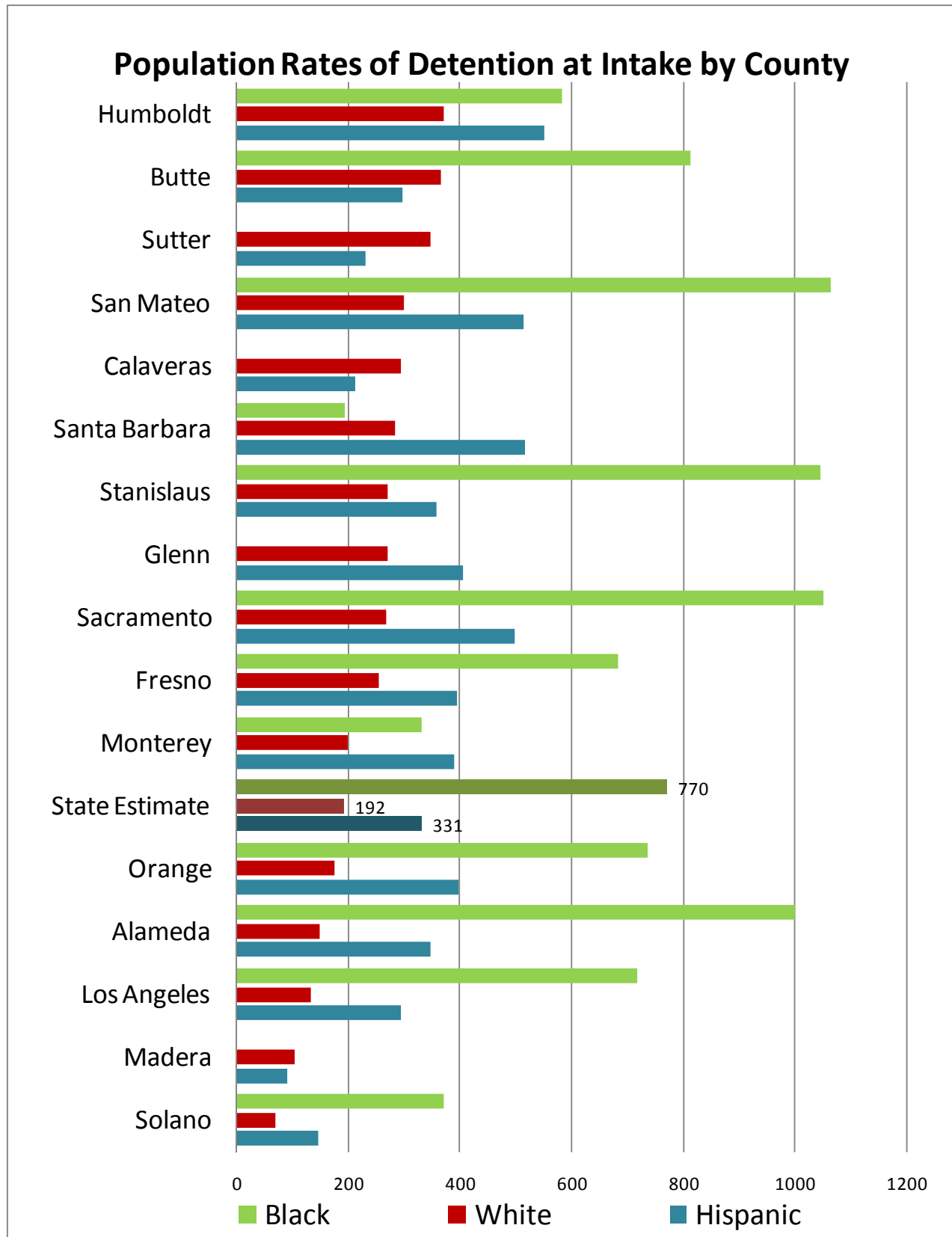
Detention at intake was more likely for black and Hispanic youth in many parts of the state. For black youth, in addition to being over-represented in the population at intake (double the white intake rate), it is also true that twice as many black juveniles in the sample were detained in a detention center at intake relative the percentage of white juveniles that were detained. Our statewide estimate is 10.9% of white juveniles and 22.1% of black juveniles entering the system were detained at intake. Compounding both of these (disproportionate intake plus a higher percent of the intake detained) led to a rate of detention per population that was 4 times higher for black youth vs. white youth (770 vs. 192). In the four sampled counties where black populations are above average for the sample (Alameda, Los Angeles, Sacramento, and Solano) black youth were detained 6.74, 5.37, 3.93, and 5.33 times the rate per population than white youth.

Overall in our sample, the rate of detention per population for Hispanics was 75% higher than for white youth (330 vs. 192) and approximately 40% lower for Asian youth (112 vs. 192) and 25% lower Native American youth (146 vs. 192). In the seven counties where the Hispanic population was average or higher including Fresno, Los Angeles, Madera, Monterey, Orange, Santa Barbara and Stanislaus, Hispanic youth were detained at 1.55, 2.20, 0.87, 1.95, 2.26, 1.81, 1.31 times the rate per population than white youth. See Chart 2 below.

¹ The US Census Bureau uses "Black or African American" to label this category. From this point forward, we will refer to this category simply as black.

² The Census Bureau uses "Hispanic or Latino" as a category label. We will refer to this category simply as Hispanic.

Chart 2



Recidivism

Before considering how many of the juveniles in the sample were charged with new violations subsequent to their first arrest or referral (recidivism), consider for how many juveniles was their first offense their only offense that was brought to the attention of authorities? The answer is 54.3% statewide had no new charges filed over all 4 years studied. During the fourth year after intake, 80% of the youth in the sample had no new charges filed.

Here we define recidivism as any new law violation or technical violation that was entered in the Juvenile Court and Probation Statistical System (JCPSS), or the adult Criminal History System (CHS) after the intake referral to probation. We tallied the number of new violations reported yearly, based on the juvenile's intake date in 2001. Two different ways of expressing yearly recidivism rates were calculated. First, recidivism was defined as the rate per intake – What percent of juveniles who entered the system had a new violation reported during each of the four years subsequent to their intake offense? Second, the recidivism rate was expressed as the rate per population – How many juveniles were reported to have a new violation per 100,000 juveniles in the population ages 11 to 17? The first definition is intuitive and commonly used; however, the second definition is useful in this context because it controls for the differences in the proportions of juveniles at high or low risk levels entering the system across counties.

In the fourth year after intake, 80% of the youth entering the system statewide had no new charges filed. Across county size, large counties report higher recidivism as a percent of intake (from 28% to 21% - from year 1 to year 4), but this level of offending is relatively low in the context of their population (rate of 457 to 355 – from year 1 to year 4). In contrast small counties experience lower recidivism rates per intake as a group (from 14% to 12%) but this level of offending is relatively high in the context of their population (rate of 730 to 597). Similarly by regions, those with the highest recidivism as a percent of intake (South and Bay) have the lowest rates of continued offending as per population. The opposite is found for the North and Central. The Sacramento region falls in between.

The demographics of recidivism indicate higher recidivism among males than females (23% to 11% in year 4). Recidivism rates for the youngest offenders in the system show an increase over time for those under 12 years old (from 13% in year 1 up to 24% in year 4) and those who were 12 years old at intake (20% in year 1 up to 25% in year 4). The oldest offenders show the steepest declines in recidivism over time (from 25% down to 18% for 16-year olds and from 23% down to 16% for 17-year olds) and these rates do include criminal activity in the adult system as individuals age out of the juvenile justice system.

There are several potential explanations for countervailing patterns of recidivism, increasing over time for the youngest and decreasing over time for the oldest, which cannot be distinguished without further information. All things being equal, research suggests that juvenile offending increases throughout adolescence and decreases with maturity into adulthood. But research on risk factors also suggests that beginning to offend at a young age is a sign of higher risk for continued offending. On the other hand, there is research that suggests criminogenic effects for programs or interventions that mix unsophisticated youth with more sophisticated youth, or low risk with high risk youth. Without knowledge of the sanctions or interventions provided to the young offenders or

knowledge of the levels of risk present for the individuals involved, it is difficult to disentangle these potential explanations to interpret the meaning behind these outcomes.

Black juveniles had the highest recidivism rates – 27% in the fourth year which translates into 930 per 100,000 black juvenile population, followed by Hispanic juveniles C 21% in the fourth year which was 425 offenders per 100,000 Hispanic juvenile population and Native American juveniles – 22% of intake which was 275 per population. In the fourth year 16% of the white juveniles (277 per 100,000) and 12% of the Asian juveniles (88 per 100,000) were charged with a new violation.

Post hoc comparisons confirm that within large and medium sized counties and within each region except North – the percent of black youths with a new violation in the fourth year was higher than the percent recidivism for white youths – approximately 60% higher overall.. In large counties and in the Central, South and Sacramento regions – the percent of Hispanic youth with a new violation was larger than the percent of recidivism for white youth – approximately 30% higher. Within large counties and the South Region, the percent of new law or technical violations in the fourth year was lower for Asian youth than for white youth – approximately 20% lower.

We also examined the relationship between being detained in juvenile hall or a detention center when arrested for the first time and recidivism over the four years studied. Statewide juveniles detained at intake were 1.8 times more likely to have a new law or technical violation four years later than those not detained. This ratio is higher in the Sacramento and Central regions (2.4 times more likely). The ratio is also elevated among children under age 12 (2.65) and for females (2.21).

A favorable interpretation of these differences is that only youth at high risk of re-offending are detained (so this is why they showed more recidivism later), even in the more vulnerable categories of children under age 12 and females. However, it is also possible as past research suggests, that the detention experienced by more vulnerable populations and lower risk individuals can be criminogenic (i.e., unintentionally increasing criminal behavior in the long run) and it is the detention experience itself that affects these individuals in ways that increases rather than decreases their odds of continuing to offend. It is important that all of the juvenile justice systems use validated risk assessments at intake to avoid this problem and equally important that the results of this assessment be entered in the California Department of Justice's Juvenile Court Probation and Statistical System (JCPSS) so that future reviews can distinguish between favorable and concerning interpretations of these outcomes associated with detention.

Dispositions

The most serious disposition received during each of the four years studied was identified for each juvenile. The hierarchy used to choose which disposition was the most serious is given in the legend of Chart 3 below. The chart shows the percent of juveniles in the sample broken down by the most serious disposition they received over the years studied. In the 4th year, a total of 5.2% had orders to be incarcerated either in adult prison or jail (4.1%) or sent to CYA³ including remands and direct files that were not resolved in the adult system that year (1.1%); a total 2.7% were placed out of the home in a secure county facility (2.1%) or a private or other facility (0.6%); and 2.8% were being supervised in the community as an adult (1.8%) or juvenile (2.8%). The distribution of top

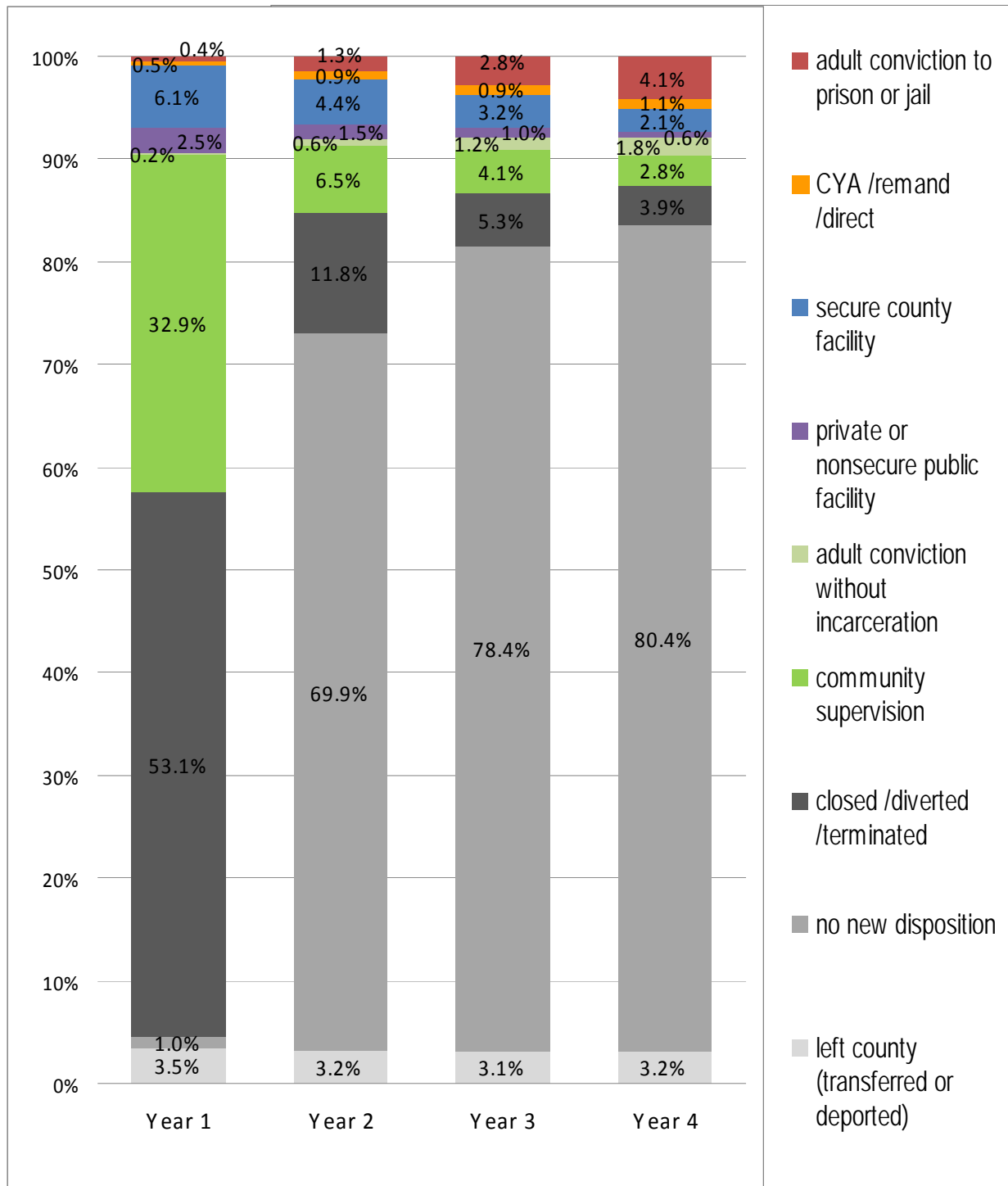
³ California Youth Authority is now called the Department of Juvenile Justice (DJJ)

dispositions received varied for males and females. In the fourth year, the percent of males in the sample that received an order to a secure facility was 3 times higher and the percent that received an order to CYA (or sent to adult court) was 7.8 times higher than the percent of females.

Chart 3

Most Serious Disposition Received by Year: Percent of Juveniles in Longitudinal Sample

Gray = No dispositions; Green = Community; Blue/Purple = Juvenile County or Private Facility; Orange /Red = CYA, Prison or Jail



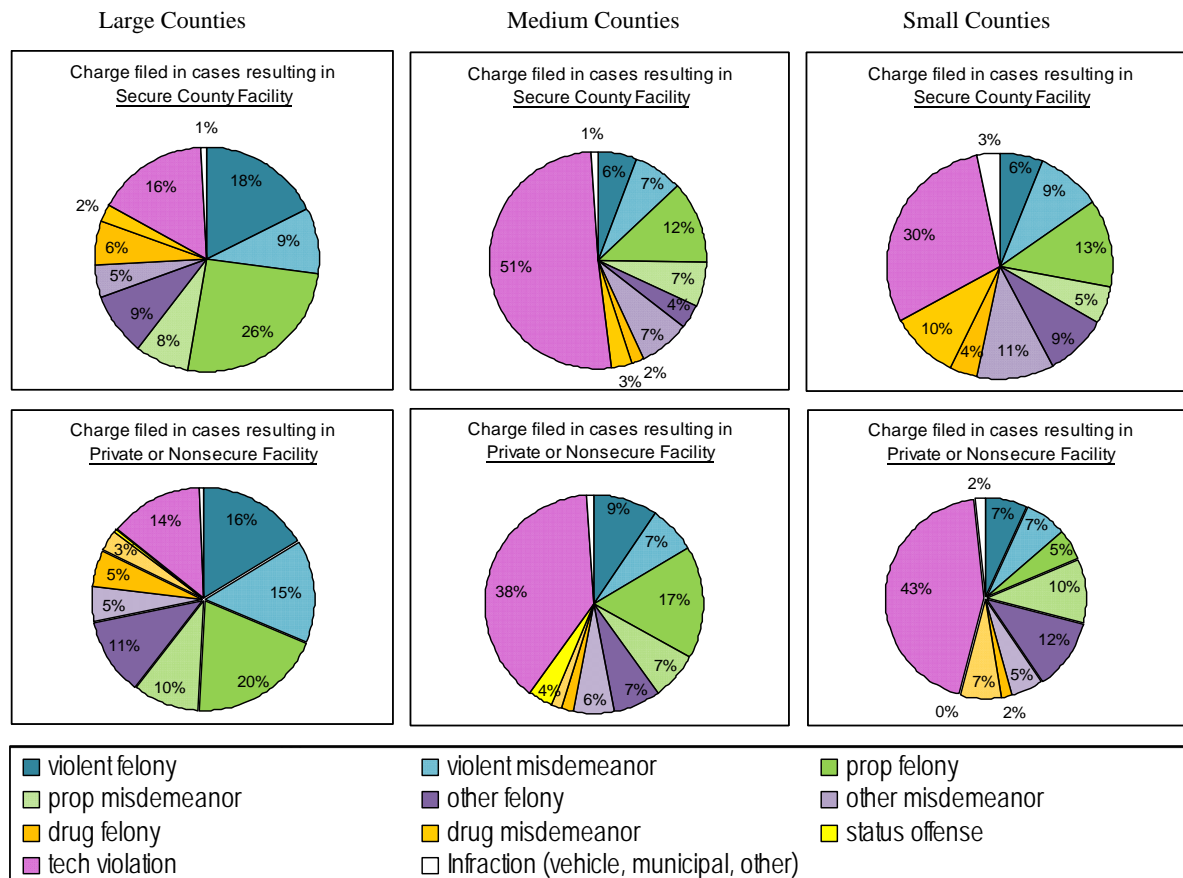
Race and ethnicity had a strong association with dispositional outcomes for youth entering a juvenile justice system in 2001. Four years after intake, a 5.6 times higher percentage of black youth, a 3.5 times higher percentage of Hispanic youth, a 3.2 times higher percentage of Asian youth and a 5.3 times higher percentage of Native American youth had an order to CYA or were direct filed or remanded to adult court than the percentage of white youth with similar orders. Given the elevated rate of intake for black youths, the rate per population with these dispositions or orders was 11 times higher for black than for white youth.

Type and Level of Charges

We isolated the type and level of charges that led to the most serious dispositions discussed above. For each disposition, only the most serious charge (based on the hierarchy of seriousness used by DOJ) was considered. The type of charge associated with the top dispositions varied across county size. A technical violation (probation violation) led to placement in a secure county facility in 30% of the cases in small counties and 51% of the cases in medium-sized counties. In contrast, a technical violation led to this placement in only 16% of the cases in large counties where the more frequent charges that led to this placement were a misdemeanor property offense (26%) or a violent felony (18%). Technical violations were also more frequently the charge associated with a disposition to CYA in medium-sized counties than in large counties (18% vs. 4%).

Chart 4

Type and Level of Charge Associated with Placement Out of the Home in Secure County Facility or Private Facility /Nonsecure Public Facility (Averaged over 4 Years)



Recommendations

Using the data currently available, the USC research team has been able to review several system outcomes in meaningful ways. However the following recommendations for changes or additions to the JCPSS system would greatly increase the value, accuracy and scope of the juvenile justice outcomes that could be reviewed. The final recommendation is for a mandate to continue periodic reviews of this type within the juvenile justice system in California.

1. It is recommended that scores from a validated nationally recognized risk assessment administered to every juvenile at intake be reported in JCPSS for each juvenile entering the system. This addition will increase the specificity and greatly strengthen the interpretation and usefulness of outcomes reviewed.

First, every county probation department should be assessing each juvenile at intake to determine his or her risk of re-offending because this is now the standard for best practices. This practice is important and should not be optional because research has demonstrated that failure to match a juvenile's level of risk at intake (and later his or her specific needs) with the level of response or intervention provided can lead to ineffective efforts or worse counter-productive consequences that increase rather than decrease the likelihood of continued offending.

Second, the JJDP Phase 1 (http://www.cdcr.ca.gov/Reports_Research/djj_data_project_rpts.html) county surveys indicated that while several counties have adopted a recognized risk assessment and other counties indicated that they were planning to do so, the majority of departments have not taken this step or are using a locally developed assessment that has not been validated or standardized. Counties may need funding to adopt a standard assessment program, train staff to administer it and validate the instrument locally. In terms of cost-effective innovations that have the potential for improving juvenile outcomes, implementing a valid nationally recognized risk assessment is near the top of the list.

Recognizing the differences in the nature of populations served in small, medium and large counties or by regions, the ideal would be for each county probation department to adopt one of three approved assessments. **Once implemented, key scores that indicate basic levels of risk (such as low, mid and high) should be recorded in JCPSS so that future reviewers can observe outcomes by risk level.**

2. We expect that outcomes are driven by the types of programs or interventions received. Therefore reviews of juvenile justice outcomes will be much more meaningful in the future by including information on the types of programs or interventions individuals in the system receive in JCPSS.

Though challenging, this is not an insurmountable task. Working with the comprehensive descriptions of county probation department programs at each level of graduated sanctions that have already been compiled, such as the set of descriptions recently assembled in the JJDP Phase 1 county survey, could jump-start this process. A checklist for each level of sanctions (e.g., checklist for types of informal supervision programs; types of intensive supervision programs, types of probation camp programs; types of DJJ programs) that specifies the key elements included in a

program can be developed. **Checklists based on current practices and on evidence-based practices⁴ should be developed and incorporated into JCPSS. These checklists should be updated every year as needed.**

As youth are assigned to programs, the type of program received could be checked from the checklist provided. The date in and date out of the program would also be desirable to determine the duration of services.

Some counties have been able to support research units that provide feedback on the effectiveness of specific programs or interventions for youth at different risk levels. However, the vast majority of county probation departments have not been able to routinely track the outcomes of their programs. Incorporating even a rudimentary framework to start with, in JCPSS, could be quite powerful. This would allow future system reviewers to provide feedback to counties on the long-term outcomes of youth that were involved in various types of interventions. This would allow counties to compare their own outcomes with outcomes in other counties with similar populations. It is difficult to improve outcomes without knowledge of what the outcomes are. This is one important service that future routine reviews of juvenile justice system outcomes would provide to all counties, including those without the resources to track outcomes themselves.

3. Some relatively simple changes in the current JCPSS codes would facilitate future reviews of system outcomes.

a) The method of recording race / ethnicity is outdated and should be changed to conform to the wording and procedures used in the US Census. This is important so that the population data used to create rates matches the data collected in JCPSS.

b) The reliability and ease of identifying longitudinal cohorts or samples would be facilitated by a check-off indicating the first entry for the juvenile. (Also, this checkbox could trigger the request for risk assessment information.)

c) Adding a “transfer to” field would facilitate the linkage of records for youth active in multiple counties. Currently transfers are indicated but no information about where they were transferred to is included.

d) The hierarchy that DOJ uses to code the severity of offenses should be linked in some way to the statutes reported in JCPSS.

e) Ways of facilitating the tracking of juveniles into the adult system should be explored. The process used in the current study is cumbersome and extremely time consuming.

We believe that a) and b) will be relatively easy to implement, but c) will require some discussion and thought. Finding a way of linking the Criminal Investigation and Identification (CII) number

⁴ For examples of evidence-based practices view the model programs featured on the University of Colorado’s Blueprints for Violence Prevention website <http://www.colorado.edu/cspv/blueprints/technicalassistance/overview.html> or the Washington State Institute for Public Policy site <http://www.wsipp.wa.gov/rptfiles/07-06-1201.pdf> or <http://www.wsipp.wa.gov/topic.asp?cat=10&subcat=54&dteS1ct=0>.

back to JCPSS rather than the other way around would better maintain the privacy of juvenile records.

4. A mandate to routinely review the outcomes of the juvenile justice systems in California is needed and can be strengthened by implementing the recommendations above.

A longitudinal sample should be periodically identified and tracked over time, with a new sample drawn every few years. This mandate to review system outcomes dovetails nicely with a leadership role in promoting and acting as clearing house for best practices in juvenile justice for our state.

These two efforts together create a mechanism for California to take leadership in implementing and developing best practices to improve outcomes for our youth and our communities.

The bottom line is that the information we can develop now from our existing databases falls far short of what is needed to truly track the strengths and weaknesses of our juvenile justice systems in California.

Valid Assessment of Young Offenders Risk for Re-offending is Lacking

First, valid standard uniform assessments of a juvenile's risk of re-offending are lacking – no data of this kind is currently included in the JCPSS database though some counties have this data for their own use.

We know from the first JJDP report that this type of assessment is not in widespread use throughout the state. This not only severely limits opportunities to apply evidence-based practices at the county level, but it also severely limits the usefulness of outcome indicators that can be developed. Just as in actuarial projection, different outcomes are predicted for youth at varying levels of risk. So it becomes impossible to truly appraise how well our systems are doing in holding recidivism down or in reaching other goals without knowing the levels of risk in the populations served.

A best scenario would be to have one uniform nationally recognized risk assessment used throughout the state. But this is a large and variable state and our juvenile justice systems reflect this variability. In recognition of the strong theme of differences by county size in the findings of both JJDP reports, another desirable scenario would be to have three nationally recognized valid risk assessment approaches approved, and allow counties to choose the one that best meets their needs. The recommendation would be to require that key elements of an approved (demonstrably valid) risk assessment, taken at the time of system entry, be included in the initial JCPSS entry for every juvenile new to the juvenile justice system.

This would allow us to create indicators of recidivism for example that allow comparisons with juvenile justice programs in other states and provide links to the research literature on evidence-based practices that are typically linked to level of risk. It would also allow us to monitor our system for the possible criminogenic effects of well-intentioned programs that research has shown can do as much harm as good when there is a mismatch between the juvenile participant's level of risk and the structure and content of the program or intervention provided.

Links between Outcomes and the Interventions Received is Lacking

Information on the duration or types of programs or interventions that individuals actually receive in the juvenile justice system is lacking – no data of this kind is currently included in the JCPSS database though some counties have this data for their own use.

County juvenile courts and probation departments work hard to develop supervision programs and other interventions that will assist youth in turning their lives away from criminal offending. In an attempt to take advantage of the unique resources available in various communities and implement evidence-based programs and practices, many counties have been creative in developing unique and powerful supervision and intervention programs. Some have been evaluated, particularly when outside funding has been available to do so, but as a general rule, most of the programs and interventions used in the juvenile justice systems in California are not routinely evaluated beyond immediate program goals such as restitution paid, completion of the intervention curriculum, or recidivism during program itself. The JJDP Phase 1 report found that the long term outcomes (beyond the end of the program itself) are very rarely examined. Many or most counties have not had the resources to document the impact of their programs on youth.

Evidence-based practices are looked to as a solution. This alternative holds great promise. However, to be effective, recognized program models and arguably all programs or interventions require a good match between the risk levels and specific needs of the youth involved and the program type chosen. Whether a program is evidence-based or a local innovation, any program can have criminogenic effects when mismatched with participants needs or when seemingly trivial implementation short-cuts change the program dynamics (cite Land et al). The bottom line is that one important reason for a routine review of system indicators is to alert system managers and stakeholders to backfiring or ineffective programs.

For this reason, it is strongly recommended that data elements be added to JCPSS that document certain details of the intervention or programs received and some information on the duration of the program. One scenario would be to develop a typology of programs in use (e.g., based on the detailed program by program descriptions provided to JJDP in Phase 1 and / or other available information) and add a checklist-style template to record program information in JCPSS.

A Mandate for Periodic Comprehensive Reviews of Juvenile Justice Outcomes is Lacking

Comprehensive reviews advocated above will double and triple in value each year they are repeated. Trends over time not only bring outcomes into clearer focus, they also provide feedback on the effectiveness of system changes that are implemented. Anticipated and unanticipated upsides and downsides are documented and shared with all concerned. Improving outcomes is an iterative process that is stimulated by reliable feedback that can bring stakeholders together to talk about solutions based on a common understanding of what is really going on.

With the additional data elements recommended above, comprehensive reviews can begin to link outcomes to program models, evidence-based models that have been implemented as well as other programs in use. Such outcomes can be examined across risk levels to see if the expected trends are found and be alerted to unexpected or unwanted trends.

Further, there is a movement across the county to understand the linkages across broad systems that have been working separately in the past. These include education, children welfare, mental health, substance abuse as well as juvenile justice. This vision of cooperation leading to collaboration has been a strong theme among the JJDP stakeholders. There is a growing realization that the paths to successful outcomes in all of these arenas are linked. Looking to the future, a mandate for comprehensive periodic reviews of juvenile justice systems creates opportunities to study and learn more about the relationship of juvenile justice to other systems because it creates opportunities to identify and study crossover issues. For example, one goal of the JJDP project is to explore the possibility of linking the longitudinal juvenile justice dataset created for this project with longitudinal data that has been created for the child welfare system (see http://cssr.berkeley.edu/ucb_childwelfare/CdssFiles.aspx) which is an excellent example of the value of building an ongoing longitudinal data resource.

This publicly accessible longitudinal database that is maintained for the child welfare system is an example of the way that the JCPSS data could be accumulated to create a longitudinal juvenile justice database. Links to criminal histories into the adult system could be routinely or periodically identified and tracked for new samples drawn every few years. This mandate to review system outcomes dovetails nicely with a leadership role in promoting and acting as clearing house for best practices in juvenile justice for our state. These two efforts together could create a mechanism for California to take leadership in implementing and developing best practices to improve outcomes for our youth and our communities.

BRIEF HISTORY JJDP

Early in the Schwarzenegger administration, a diverse group of juvenile justice stakeholders were brought together to identify key areas of concern related to California's broad continuum of juvenile justice. The most overwhelming need identified by this group (which includes law enforcement, state administrators, county probation chiefs, juvenile court judges, victims and family representatives, as well as managers from the state's departments of education and mental health) was the need for a *statewide* focus on improved juvenile justice outcomes.

In October 2004, the Youth and Adult Corrections Agency (now the California Department of Corrections and Rehabilitation, or CDCR), the Youth Law Center and members of the Governor's Juvenile Justice Working Group formed a statewide committee, the California Juvenile Justice Accountability Project (CJJAP), that was eventually renamed the Juvenile Justice Data Project (JJDP). The group included representatives from law enforcement, probation, corrections, county government, state agencies, advocacy groups, service providers, data analysts and policymakers, who gave generously of their time to identify programs and processes that would improve state and local outcomes for youth in California's juvenile justice system.⁵

In response to this need, the JEHT Foundation agreed to fund the California Juvenile Justice Data Project (JJDP) late in 2005 and has continued to do so through the development of this report. The project has grown into the only comprehensive statewide workgroup focused on improving juvenile justice outcomes. The first priority of this group was to improve their own ability to collect and track the data necessary to monitor and improve their own portions of the system. To date, participation in this project has been entirely voluntary. While similar statewide planning and data projects have taken place in such states as Oregon, Missouri, Washington and Minnesota, nothing of this scope had been attempted in a state as large and diverse as California.

The project has created a neutral forum in which all participants are equal players seeking a common goal of improved data collection. For the first time in several decades, these efforts aim to allow state and county decision-makers to look at the juvenile justice system as a whole, to compare data and to problem-solve based on actual information. We hope that this project will contribute to our capacity to understand and improve California's juvenile justice "system" in ways that otherwise would not be possible.

The ultimate goal of the Juvenile Justice Data Project is to develop a standard set of measurable indicators that can be uniformly collected on a statewide basis and used by macro-level decision makers at the county and state level to describe the workings – and eventually the outcomes – across the entire juvenile justice continuum. An objective of the project is to develop and improve the capacity for state, county and other local entities to review their juvenile justice programs using coherent and consistent information in order to identify particular areas or issues (trends, positive outcomes, disparities, discrepancies, variances) that might be worth further exploration and/or explanation.

⁵ For a complete list of participants, please see next page

JJDP Taskforce Members

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Books Not Bars
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California Academy of Child and Adolescent Psychiatry

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California Budget Project
www.cbp.org

California Children and Families Commission
www.cafc.ca.gov

California Department of Alcohol and Drug Programs
www.adp.ca.gov

California Department of Corrections and Rehabilitation
www.cdcr.ca.gov

California Department of Education
www.cde.ca.gov

California Department of Justice Criminal Justice Statistics Center
ag.ca.gov/cjsc/index.php

California Department of Social Services
www.dss.cahwnet.gov

California District Attorneys Association
www.cdaa.org

California Institute for Mental Health
www.cimh.org

California Mental Health Directors Association

www.cmhda.org

California Police Chiefs Association
www.californiapolicechiefs.org

California Public Defenders Association
www.cpda.org

California State Association of Counties
www.csac.counties.org

California State Sheriffs' Association
www.calsheriffs.org

California State Senate Budget and Fiscal Review Committee
www.sen.ca.gov

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Center for Social Services Research
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Chief Probation Officers of California
www.cpoc.org

Commonweal
www.commonweal.org

Corrections Standards Authority
www.cdcr.ca.gov/DivisionsBoards/CSA

Contra Costa County Probation Department
www.co.contra-costa.ca.us/depart/probation

County Welfare Directors Association
www.cwda.org

Division of Juvenile Justice
www.cya.ca.gov/DivisionsBoards/DJJ/index.html

Faith Communities for Families and Children
www.fcforfc.org

Fresno Unified School District
www.fresno.k12.ca.us

Fight Crime Invest in Kids
www.fightcrime.org/ca

i.e. communications
www.iecomm.org

Judicial Council
www.courtinfo.ca.gov/jc

National Council on Crime and Delinquency
www.nccd-crc.org/nccd

Orange County Probation Department
www.oc.ca.gov/Probation

Sacramento County Probation Department
www.probation.saccounty.net

San Francisco Mayor's Office of Criminal Justice
www.sfgov.org/site/mocj

San Mateo County Manager's Office
www.co.sanmateo.ca.us

Seneca Center
www.senecacenter.org

Solano County Probation Department
www.co.solano.ca.us/Department/Department.asp?NavID=91

Youth Law Center
www.ylc.org